

Executive Summary  
Missions València 2030



# Missions València 2030



**Missions València 2030**

Destiny deserves it

# Introduction

Missions València 2030



Missions València 2030

## Chapter one



# Missions València 2030



Science and  
innovation  
improve the life of  
our citizens.

Now, more than ever, we look at research and innovation in order to obtain answers. In a context where society constantly looks up to science and innovation so that they provide solutions and answers to the challenges and emergencies that mankind is facing, the City of València offers **Missions València 2030** under the leadership of its City Council. This way, València will become a city to carry out mission-oriented research and innovation projects with a positive impact on the quality of life.

← Picture: Biel Aliño

# Missions València 2030



# What is Missions València 2030?



**Missions at city, country or European level are carried out from the basis of diversity, being interdisciplinary and combining the talent and creativity of the whole innovation ecosystem.**

← The brand image designed for Missions València 2030 was inspired by the Moon landing.

## **A model for the governance of innovation in the City of València**

Missions València 2030 is a governance model for mission-oriented innovation projects that have an impact on the life of people interacting in the City of València.

We look for a purposeful innovation model to choose, on a joint and participatory basis, specific missions for the València that we want to be in 2030. The goal: to become a healthier, more sustainable, shared and entrepreneurial city. Henceforth, we need to mobilize the whole innovation ecosystem in order to achieve these missions.

## **Innovation that people can understand**

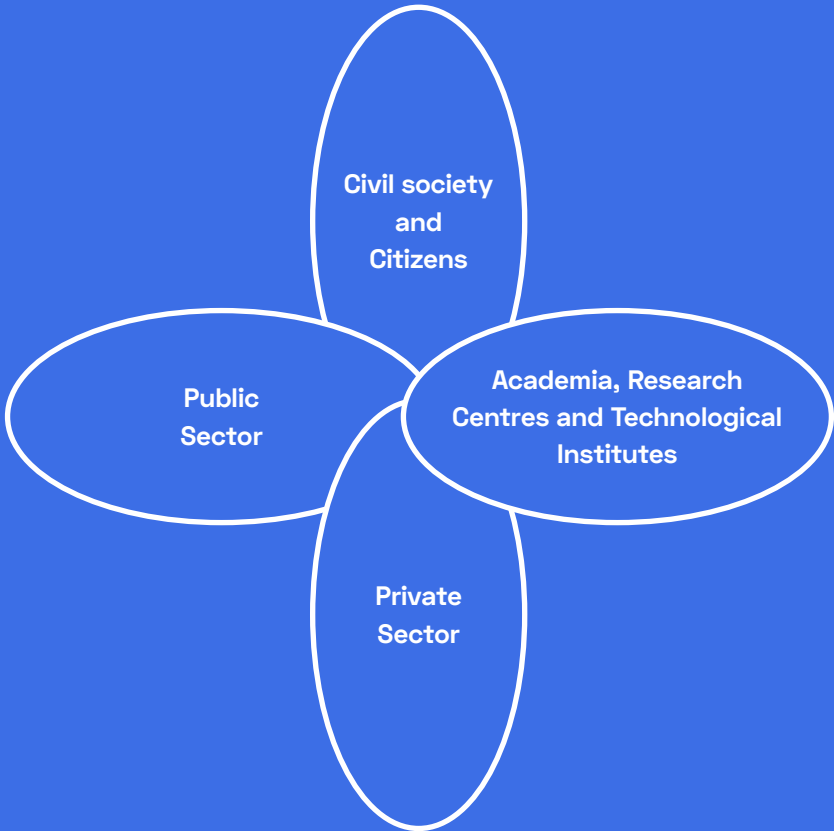
Missions València 2030 proposes city missions that people and society as a whole understand and which are useful to showcase how research and innovation can have an impact on our lives. By means of these missions, Missions València 2030 closes the huge gap between the great challenges mankind is facing and the R+D+i projects that we develop in order to solve them.

# Innovation that is based on the talent and creativity of the whole ecosystem

Missions València 2030 builds on the talent of the whole ecosystem and does not exclude anyone: our success can only be achieved on the basis of diversity and with the involvement of everyone. Missions València 2030 mobilizes the 4 helixes of the innovation ecosystem:

- **Private sector:** large companies, SMEs, freelancers, start-ups, business accelerators, incubators, etc.
- **Public sector:** different levels of government and their instrumental institutions.
- **Universities:** research centres and associated technological institutes.
- **Civil society:** with the support of social movements, non-profit, organisations, associations, foundations, professional associations, etc.

Missions València 2030 facilitates that the innovation ecosystem as a whole promotes and fosters research and innovation projects with an impact on missions from any sector, activity, discipline, technology and source of knowledge, including the humanities, mixing disciplines in a bottom-up perspective and by multiple pathways.



Public Sector	Private Sector	Civil Society	Academia
Local Government	Companies	Associations	Universities
Regional Government	SMEs and Freelancers	Citizens	Research Centres
Spanish Government	Accelerators and Incubators		Technological Institutes
European Union	StartUp Ecosystem		

## Four cities to imagine

In València, we imagine research and innovation missions with an impact that improves the quality of life of people and that mobilizes the whole innovative ecosystem.

Our missions challenge research and innovation so that València becomes a:

- **Healthier city** which tries to improve the health of our citizens as the main focus of research and innovation.
- **More sustainable city**, focused on the health of the environment where people live and relate in València.
- **Shared city**, under the commitment of leaving no one behind and reducing existing social inequalities.
- **More entrepreneurial city** by strengthening our productive framework and boosting the full digital transformation processes of our society that will make us more resilient and help us overcome crisis situations much more quickly.



## Benefits for innovation in València

Missions València 2030 provides the following benefits and advantages for València and its metropolitan area:



València is positioned at the forefront of European cities that focus their research and innovation on missions to improve the life of their citizens in a way that is meaningful for them. We have been the first city in Europe to do so.





In the long term, Missions València 2030 makes public actions and associated resources visible. This way, our innovative ecosystem can develop and guide its research and innovation efforts with a higher guarantee of success.



It anticipates European research and innovation policies approved at EU level under the Horizon Europe programme for the period 2021-2027. It provides us with a competitive advantage over other European cities to attract and retain resources, talent, investments and funds for innovation in our city.

# The idea

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## Chapter two

# The origin of the idea



**Missions València 2030  
amends some mistakes  
that innovation had made  
in the past.**

← Picture: Estrella Jover

## This opportunity came from Europe

The Missions València 2030 initiative finds its origins in the analyses and evaluations that the European Union has been promoting since 2018, regarding the most important research and innovation efforts in Europe until 2020 in order to learn from them and to formulate new public policies towards 2030.

These analyses summarize and use the learnings and ideas exposed by Mariana Mazzucato (Professor of Innovation Economy at the University College of London-UCL and Founding Director of the Institute for Innovation and Public Purpose of UCL) in the study entitled “*Mission-Oriented Research & Innovation in the European Union. MISSIONS. A problem-solving approach to fuel innovation-led growth*”.

This study, published by the European Union in the first quarter of 2018, is the result of the assignment made by Carlos Moedas, Research, Science and Innovation Commissioner of the European Union, with a double objective:

- To learn from the past by analysing potential mistakes in research and innovation policies carried out so far.
- To outline a set of measures and strategic recommendations to guide future European policies and their research and innovation funds: the missions.

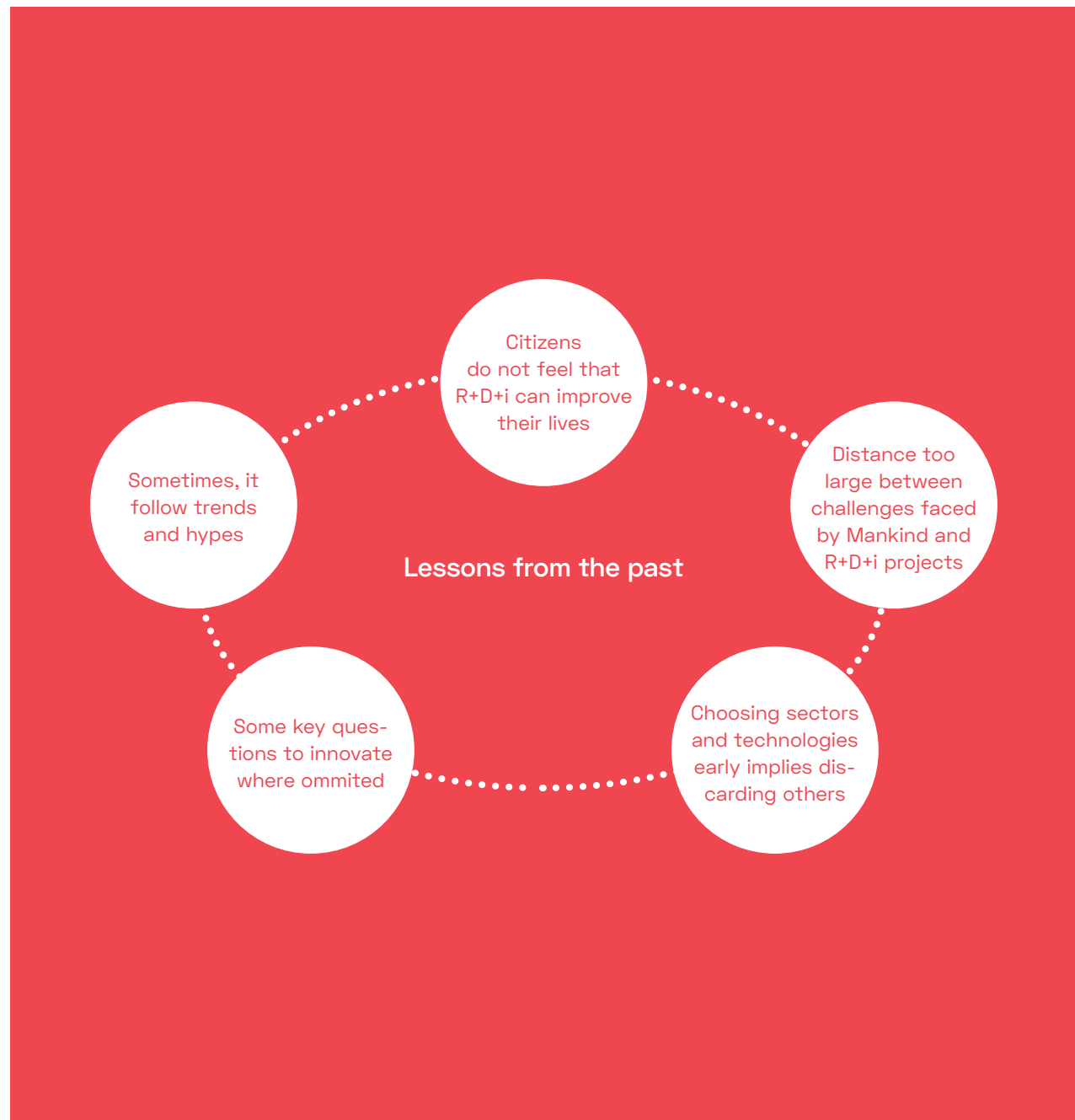
## European lessons in the field of research and innovation

Out of the analyses and diagnoses carried out from the evaluation and accumulated experience in the deployment of previous European research and innovation policies, we can see some of the learnings in the figure on the right.

### Recommendations for the future: mission orientation

Professor Mazzucato examines and explains how research and innovation can not only stimulate growth and economic activity, but also actively cover global development challenges in our time by transforming itself in specific missions which are relevant for citizens and their territories, which are measurable and, most importantly, achievable. These learnings offer us three key areas for action:

- To optimize the impact of innovation by mixing sectors, interest groups, disciplines and technologies. Innovations to achieve missions can come from any field of knowledge, sector or technology, including the humanities.
- Facilitating and providing incentives so that solutions and experiments for missions come from bottom-up solutions through different pathways.









- Allowing chosen missions to be the result of an open process involving society so that they can unleash the imagination and ambition of participants and then they can own the process.

Why do we need a new approach oriented at innovation missions? Assessments carried out by the European Union regarding the work and impact of the current H2020 European research and innovation programme (*The Interim Evaluation of Horizon 2020*) concluded that the new European framework for research and innovation needs to improve two key aspects:

- To facilitate the perception and understanding by citizens of the value of European investments in research and innovation.
- To maximize the impact of investments by establishing clearer goals for the expected impact when solving the greatest challenges that mankind is facing.

## Horizon Europe, the European U-turn in research and innovation

These learnings at European level and their associated recommendations have been the basis upon which the new EU Framework Programme for Research and Innovation (2021-2027) has been designed. Supporting state-of-the-art innovation the European Parliament and the European Council reached an agreement on this Framework Programme on March 19th 2019.

Lessons learnt from the interim assessment of Horizon 2020			Main new features from Horizon Europe
	Support to state-of-the-art innovation	→	European Innovation Council
	Greater impact due to missions orientation and citizens' participation	→	Research and innovation missions
	Strengthening international cooperation	→	Possibilities of enlarged actions
	Reinforcing openness	→	Open Science Policy
	Streamlining the financing landscape	→	New approach on partnerships
	Promoting participation	→	Disseminating Excellence



This new framework programme defines European investments in the field of research and innovation in the years to come.

## What should a good innovation mission look like?

The keys for good innovation missions in València:

- Missions must be related to the concerns of Valencian citizens and society. They must be important to them.
- Missions must stimulate the innovative momentum from different sectors and disciplines. They must inspire creativity, talent and knowledge.

Following the recommendations of the European Union, a good mission for the City of València should have the features shown in the figure.

Picture: Biel Aliño →







# The process

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## Chapter three

# Selection process for innovation missions in València



**We are aware that  
innovation is  
a collective journey,  
not an individual one.**

← Picture: Germán Caballero

## An open co-decision with a broad consensus

The graph on next page is a summary of the definition and approval process proposed for innovation missions within the Missions València 2030 initiative.

We highlight the following milestones in the selection process of innovation missions in València with a high level of social involvement:

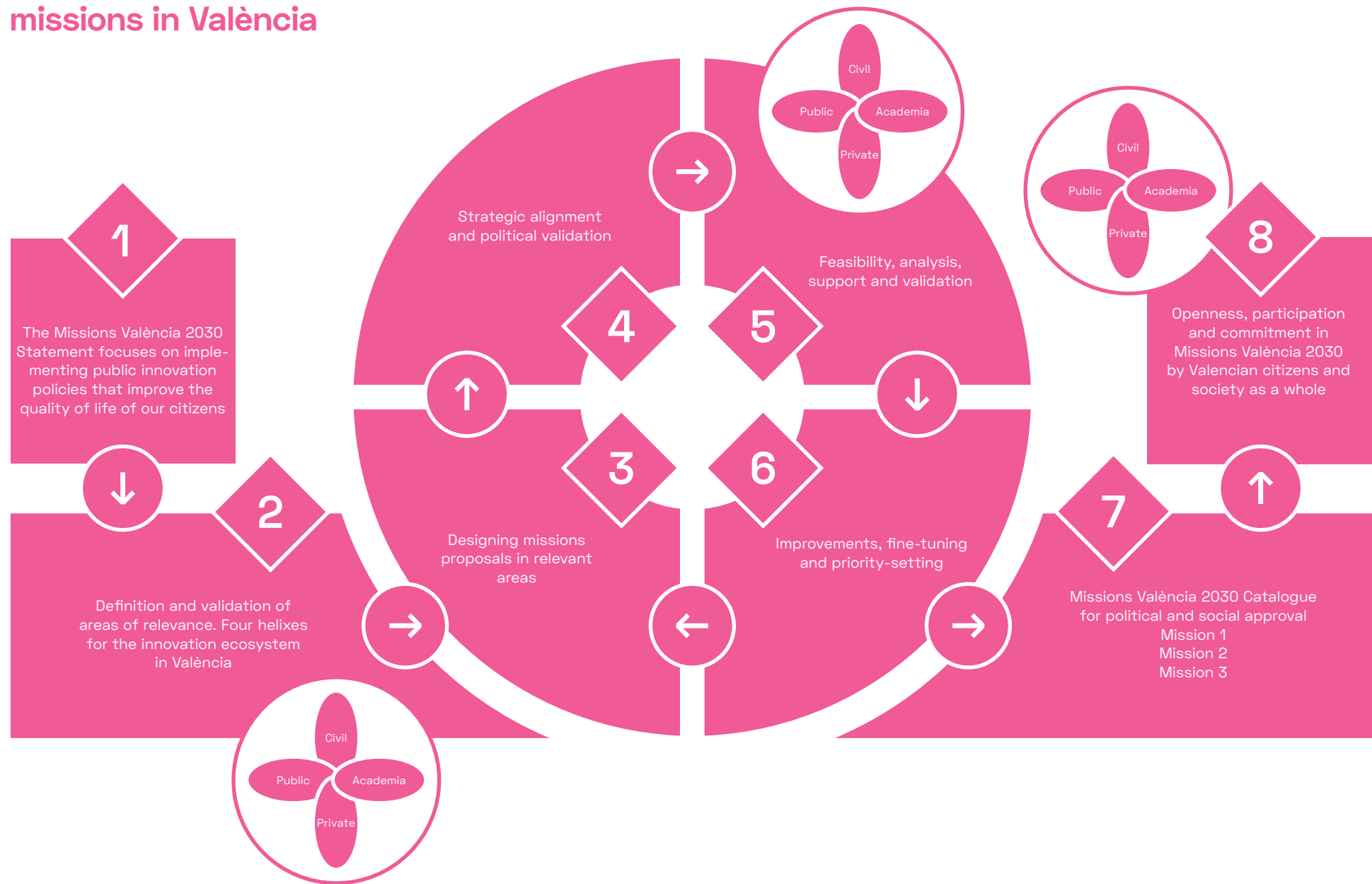
### **Milestone 1**

On March 29th 2019, the Local Government Board of the València City Council approved a proposal called “Mission-targeted Ideas. Challenges for València. 2030” as a framework document for the Missions València 2030 initiative. Its aim: guiding public efforts and initiating surveys and studies to delve deeper into mission-oriented research and innovation in València under the umbrella of European initiatives.

### **Milestone 2**

Between April and September 2019, under the umbrella of the initiative approved by the Local Government Board and following its mandate, workshops and dialogues on the different models for the city were held and documented, including references to the four helixes, all of this under the leadership of Las Naves. The goal of this process is to detect and co-decide with society which are the main areas of importance for València in order to search and define missions following the advice and guidelines provided by Europe on this matter.

## Process to carry missions in València



Out of the areas of importance that were finally selected, 75% were the result of social involvement and participation in the design of these policies, while the remaining 25% were the result of the necessary adjustments after the COVID-19 pandemic and the final political validation in order to obtain a broad consensus.

### **Cyclical milestones 3, 4, 5 and 6**

After the formation of the new local government for the 2019-2023 period and the validation of this initiative by the new heads of the Innovation and Knowledge Management Delegation in the València City Council, an iterative process is started involving a profound debate and technical work on the following pillars:

- Definition and deepening in the expertise related to detected areas of importance to allow us to better specify technical proposals for the missions.
- Design and formulation of estimations and technical proposals for missions in València focusing on identified areas of importance.
- Strategic and political validation.
- Seeking partnerships and support, both internally and externally, in a continuous validation and fine-tuning process of the Missions València 2030 idea. Until June 2020, over 50 interviews and validation meetings were held with more than 600 people involved. This validation and fine-tuning process is open constantly.
- The goal was to obtain institutional maturity and enough societal involvement for the Missions València 2030 initiative in order to ensure the approval of the strategic framework for Missi-

ons València 2030 on May 28th 2020, with the support of the local government and the main opposition parties: 31 votes in favour out of 33.

### **Milestone 7**

This cyclical definition process will culminate in the drafting of a repertoire of missions on the selected areas of importance:

- Out of this repertoire and after obtaining a broad consensus, the local government will choose 3 innovation missions for the city of València, preferably before the end of 2020, and always observing the related to the first missions approved at European level.
- The local government will promote open participative processes to choose 3 more innovation missions for València during 2021.

### **Milestone 8**

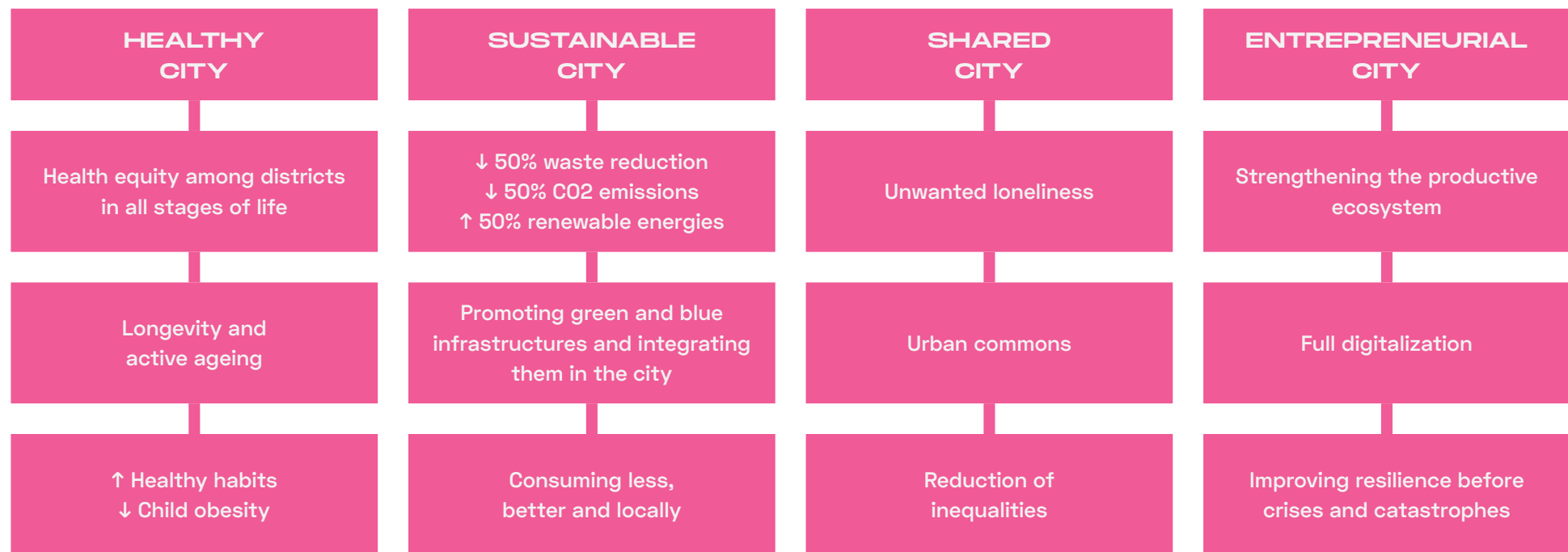
This set of 6 innovation missions for 2030 will be the main focus point of public efforts on research and innovation. Partnerships will be established so that the innovative ecosystem joins efforts and provides meaningful innovative solutions given their expertise and actions.

A broad, open social communication process will be initiated to explain the value of this initiative. The idea is to gain as much involvement, action, and awareness as possible around Missions València 2030 among our citizens.

Innovation missions for València will be milestones in the short, medium and long term that will open broad three-year accountability processes.

## Areas of importance map for missions in València

The areas of importance proposed in Missions València 2030 for establishing a specific set of innovation missions are the following and they are distributed in 4 agreed city models.



Due to the COVID-19 crisis we included a new area of importance in March 2020:  
Improving the resilience of city and society before crises and catastrophes.



## The elements of a mission in València

The figure on the right shows the structure of the main items that define each mission.

The definition of a mission provides stability and visibility in the long-term for public interests and efforts in the field of research and innovation. At the same time, given its strategic relevance for the 2020-2030 period, it must also be an open, flexible document that can incorporate intelligence and strategic agility to integrate along the way the learnings in the fields of research and innovation during this decade.

Henceforth we define each item of the mission:

### Definition

A mission definition will have 3 pillars:

- Statement following European guidelines that explains this important milestone in a clear, measurable and time-framed way for the City of València.
- Statement describing the importance and purpose of the mission, showing its *raison d'être* and helping to generate the sense of urgency necessary for any change to happen.
- Claim or commitment to incorporate a cross-cutting communication vector that improves social perception on innovation and its value.



### How will we do it?

Through this mission item, we will explain our values and principles before a mission. We will use these values to gather a large consensus and social involvement, as well as promoting the diversity of knowledge sources, allowing all kinds of bottom-up, known or unknown solutions, projects and innovations, coming from any area, sector, source of knowledge or technology that can demonstrate an impact in the achievement of the mission.

These values and principles will inspire the assessment and selection criteria for projects and initiative in the field of research and innovation for the mission, both through bids for subsidies as well as through the demand of innovative products and services (public procurement of innovation) and the management of the necessary alliances for the development of the mission.

### Key indicators

The definition of missions will include 2 or 3 significant key indicators for the mission that will allow us to define the starting point and the necessary progress to achieve the mission along time. In this field of evaluation, and following some of the deliberations in national and European working groups focusing on missions, we will also incorporate indicators and goals that show mission trends in the short, medium and long term.

### Partnerships

We are aware that the goals of missions in València will not be achieved unless all agents with a potential impact are included. Therefore, we will keep all partnerships established to carry out the mission as part of their definition and as a constant acknowledgement of their work. These partnerships come from the four helixes: private sector, public sector, academia and research centres, as well as civil society.

### Social communication

Communication will play a relevant role in Missions València 2030. On this item we will make a link to:

- Audio and video resources created within a 3.0 social communication strategy for the mission.
- Link to the panel with the mission narrative including any information or action relevant to the mission.

### Strategic alignment

All missions in València will seek to strategically align with at least the following strategic frameworks, with the aim of mutually boosting their impacts:

- At a global level, the aim is the alignment with the Sustainable Development Goals 2030 and related targets with the aim of contributing and having an impact on them from social and urban innovation policies in the City of València.
- At a municipal level and with an special intensity, Missions València 2030 will articulate and integrate itself twice in the Urban Strategy València 2030.

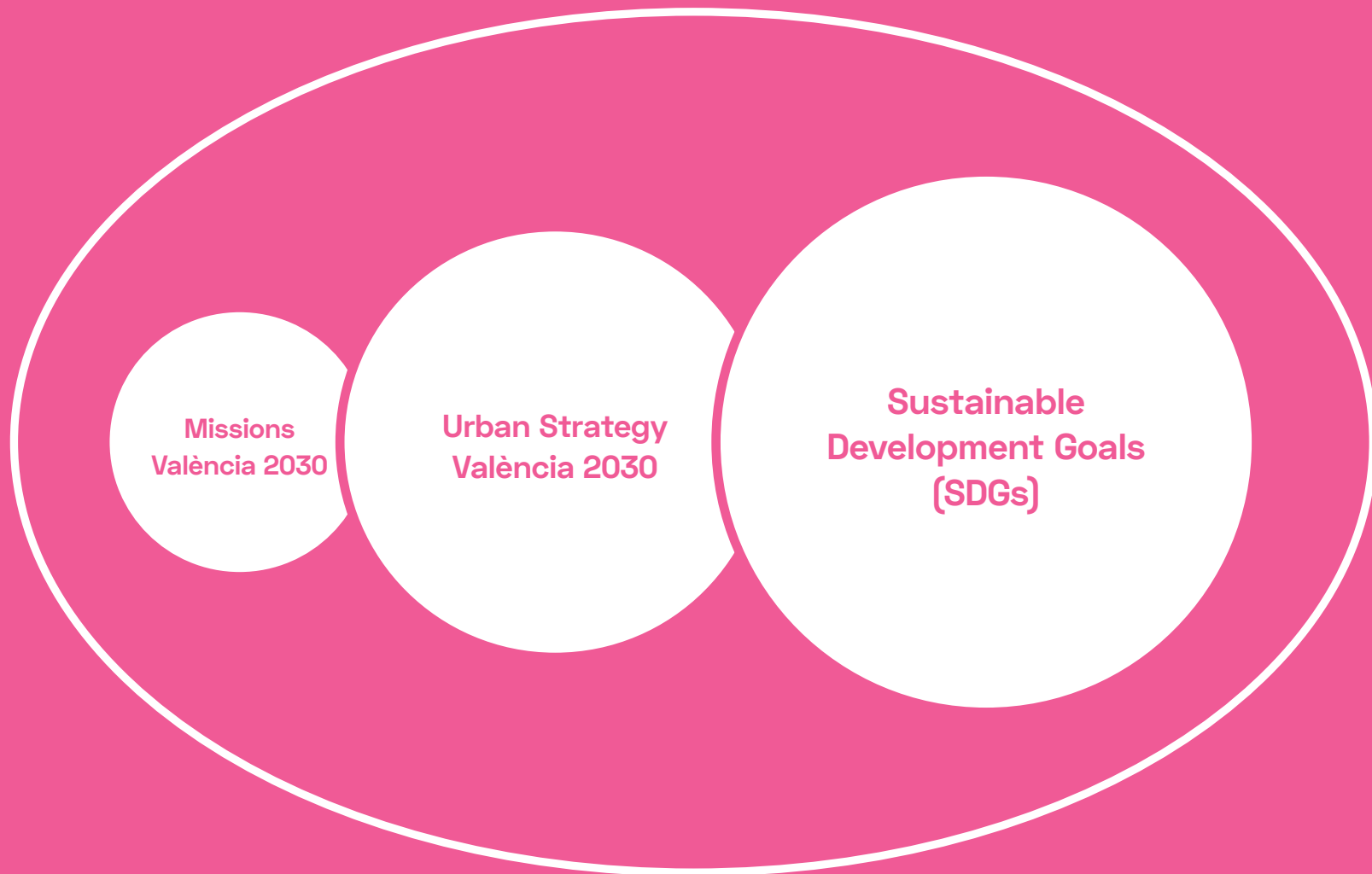
- On the one hand, the work carried out in the formulation of areas of interest and social and urban innovation missions themselves will contribute to define and formulate the global challenges of the city's strategy. On the other hand, social innovation missions will be included in the city strategy, align themselves with global challenges and define the innovation areas that are the most relevant for the city.
- Different plans of government and sectoral strategies designed for the development of public policies in the City of València.
- Any other emerging strategic framework which the City of València could consider interesting to align with.

### Policies toolbox for the mission

Each mission will have a set of political tools at their disposal which will align to the mission in order to facilitate the development of innovation projects, not only from the public sphere, but also from the whole innovation ecosystem.

### Social Assembly of the Mission

Within the governance system of Missions València 2030, each mission will have a social assembly consisting of people and entities from the 4 helixes which are a benchmark in the mission area. These assemblies will be key for the involvement of citizens and they will also have a key role in the governance and accountability of Missions València 2030.





# The constellation

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## Chapter four

# The constellation of innovation projects in Missions València 2030



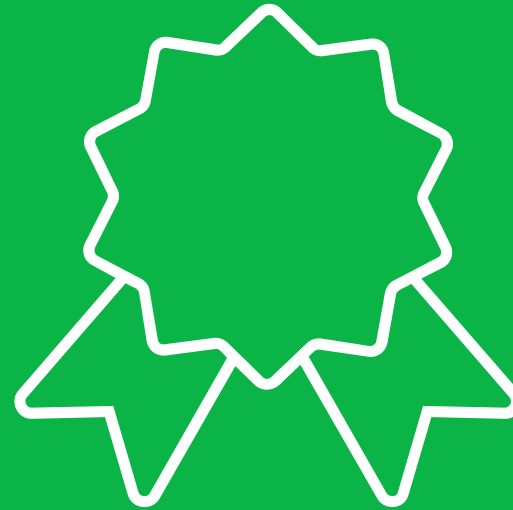
**Missions in València offer a long-term stable focus to provide visibility and easily redirect R+D+i efforts and resources from the whole innovation ecosystem.**

This constellation will nourish from research and innovation projects coming from the four helixes of our innovation model:

- Research and innovation projects promoted by the València City Council, specifically by its innovation service and by Las Naves, as well as other offices in charge of research and innovation that may want to join this initiative.
- Innovation projects driven by different public institutions and offices from the València City Council, as well as the local and institutional public sector in València with a scope of action that affects or is affected by the missions.
- Innovation projects driven by other administrations and with an impact on missions in València, as well as partnerships and collaborations with other cities, territories and their administrations. Innovation actions and projects by the Valencian Regional Government, the Spanish State or the European Union that are aligned with missions will have a place in this strategic framework.
- Innovation projects driven by the private sector within their field of economic activity which have an impact on missions can be informed and join the Missions València 2030 initiative.
- Research and innovation projects with an impact on missions in València by universities, research centres, technological Institutes and science clusters can join the initiative if they wish to.
- Social and urban innovation projects with an impact on missions in València driven by civil society in their scope of action.

← Picture: Kike Taberner

The figure on next page shows a simulation of all mission-oriented innovation projects and their origin in our city; they will all give shape to the Missions València 2030 R+D+i constellation.



**Organizations joining Missions València 2030  
and leading innovation projects with a  
clear impact on city missions  
will be acknowledged as  
Missions València 2030 Ambassadors.**



## Constellation of R + I projects missions

### Cities - Missions area

Healthy City

Sustainable City

Shared City

Entrepreneurial City

### Four Helixes - R + I Projects

Academia, Research Centres and  
Technological Institutes

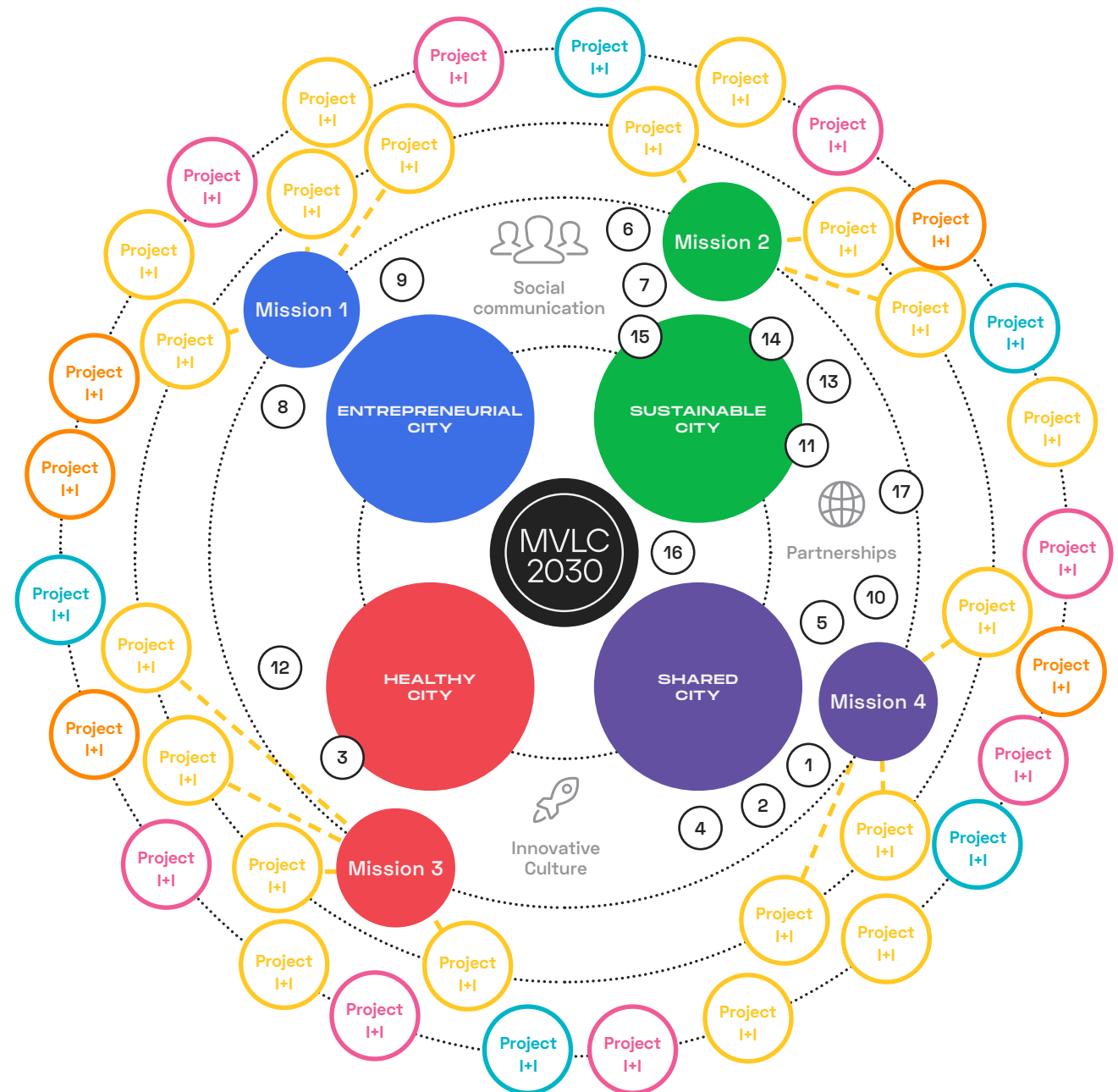
Civil society and citizens

Private Sector and Large Companies

Public Sector

### Sustainable Development Goals (UN)

- 1 Ending poverty
- 2 Zero hunger
- 3 Health and well-being
- 4 Quality education
- 5 Gender equality
- 6 Clean water and sanitation
- 7 Affordable, non-polluting energy
- 8 Decent work and economic growth
- 9 Industry, innovation and infrastructure
- 10 Reduction of inequalities
- 11 Sustainable cities and communities
- 12 Responsible production and consumption
- 13 Climate action
- 14 Sea life
- 15 Life of terrestrial ecosystems
- 16 Peace, justice and sound institutions
- 17 Partnerships to meet objectives



# Innovation strategies, commitments and actions


Missions València 2030



Missions València 2030

## Chapter five

# European experiment on innovation governance for the whole city



**If we have the responsibility  
and capability to do it,  
then we have the obligation  
of leading the process  
in València.**

← Picture: José Luis Iniesta

The València City Council has approved a strategic framework to address the transformation towards a governance model for innovation which is mission-oriented. This strategic framework, which is also called Missions València 2030, comprises 5 strategies, 12 strategic commitments and 80 innovation actions for the 2020-2023 period.

**Public management aligned with the development of policies and generating public value.**

Following the doctrine of science on the strategic management of public organizations, in our mind map we find the concept of innovation missions and, from there, we align commitments, actions and management instruments on the wider policy lines to implement in order to transform innovation missions into a reality in the City of València. To this management style, we add the necessary strategic intelligence and agility to adapt flexibly to the opportunities and challenges that may come up along the way.

## Five strategies to boost innovation

Once the orientation core for innovation mission in València has been established and explained, we implement on it 5 public innovation strategies conceived as global action lines that set a consistent course of mutually related commitments, objectives, projects and actions planed in order to guide our missions activities with a long-term perspective for the success of Missions València 2030.

### Missions València 2030 Strategies

#### 1 — Innovation governance

The goal is to govern innovation in València in a strategic, coordinated and cross-cutting approach with a long-term perspective, anticipating European trends on mission orientation and carrying out organizational and instrumental transformations necessary to foster it.

#### 2 — Creation of an innovative view and culture

The goal is to create an innovative culture and perspective surrounding València where promoting creativity, attracting talent, strengthening public capabilities and recognising the role of research and innovation are in the DNA of the innovation ecosystem in València.

#### 3 — Promoting social and urban innovation

The goal is to place València as a European benchmark in the field of mission-oriented social and urban innovation that improves the quality of life of our citizens. To do so, we reinstate the value of innovation as a process based on observation, experimentation, assessment, learning, dissemination and transfer of knowledge to our society and to potential business models that can strengthen a knowledge-based economy. This position as a benchmark will offer us a competitive advantage in the access to European resources.

#### 4 — Strengthening partnerships & innovative networks

The goal is to create a set of local, regional, national and international partnerships and networks on the field of innovation with all the people and organizations that pursue the same goals, with the intention that these win-win relations can generate value for València and its citizens.

#### 5 — Conveying the value of innovation to society

The goal is to place value on innovation and its impact, so that citizens can feel that public efforts in the field of research and innovation can have a positive impact on their lives and the environment.



## Twelve strategic commitments

Hereunder there is a breakdown of the strategic commitments for each of the strategies that will be developed by public policies in the field of mission-oriented innovation. Commitments will work as strategic goals of actions for each of aforementioned strategies.

Governing innovation in València	<ol style="list-style-type: none"><li>1. Integrating a strategic and cross-cutting view on mission-oriented innovation in València</li><li>2. Driving public procurement of innovation (PPI) in València</li><li>3. Observing trends and using Big Data and AI from an ethical and humanistic standpoint in a 4.0 environment</li></ol>
Creating an innovative culture and perspective in València	<ol style="list-style-type: none"><li>4. Promoting innovation and creativity skills among our people</li><li>5. Promoting creativity, research and talent-attraction</li><li>6. Acknowledging and placing value on social and urban innovation</li></ol>
Promoting social and urban innovation in València	<ol style="list-style-type: none"><li>7. Promoting the development of social and urban innovation projects</li><li>8. Creating experimentation spaces in València: labs and Sand Boxes</li><li>9. Promoting Las Naves as the urban innovation centre in València</li></ol>
Strengthening innovative partnerships and networks in València	<ol style="list-style-type: none"><li>10. Driving partnerships with the four helixes in València</li><li>11. Activating local, national and international partnerships and networks with innovation in València</li></ol>
Conveying the value of innovation to Valencian citizens	<ol style="list-style-type: none"><li>12. Socially communicating the value of innovation</li></ol>



## Eighty innovation actions

Innovation actions are portfolios of operational projects and specific actions for which it is specified who leads the action and the implementation time-line within the mandate for 2020-2023.

Strategy 1 commitments and actions: Governing Innovation in VLC							
Strategic commitment	No.	Innovation action	Led by	2020	2021	2022	2023
1. Integrating a strategic and cross-cutting view on mission-oriented innovation in València	01	Creating INNOVADirectia VLC as a cross-cutting innovation management and coordination space in València.	Government	•			
	02	Approval of the Missions València 2030 strategic framework to guide research and innovation for missions in our city.	Innovation / Las Naves	•			
	03	Approval of innovation missions in València and linking them to the SDG 2030 and the Urban Strategy València 2030.	Government	•			
	04	Approval of a motion of commitment with Missions València 2030 of public policies in the City of València.	Government	•			
	05	Creating Missions València 2030 Boards as a governance space, with a panel of experts for each mission.	Government	•	•		
	06	Periodically assessing Missions València 2030 to generate evidence with a public value.	Avalua·lab / Las Naves	•	•	•	•

## Strategy 1 commitments and actions: Governing Innovation in VLC

Strategic commitment	No.	Innovation action	Led by	2020	2021	2022	2023
2. Driving public procurement of innovation (PPI) in València	07	Creating the PPI Team as a cross-cutting coalition to manage the public procurement of innovation in the València City Council and its local public sector.	DI&GC / DCP	•			
	08	Creating a sense of urgency, identifying key actors and approving an institutional commitment to promote PPI.	Government / Innovation / PPI Team	•			
	09	Reaching a 3% proportion of PPI of all the public procurement by the València City Council.	Government / PPI Team		•	•	•
	10	Upskilling the technical and political sphere in PPI through trainings, high-level courses and awareness-raising workshops.	Innovation / PPI recruiting team	•	•	•	•
	11	Promoting innovative demand with a proactive PPI: Missions València 2030 challenges + prior market consultations.	Innovation / Las Naves Team PPI	•	•	•	•
	12	Promoting innovative demand with a proactive PPI: Map of early demand oriented at Missions València 2030.	Innovation / Las Naves Team PPI	•	•	•	•
	13	Promoting innovative demand with a proactive PPI: Deploying PPI processes in the City of València.	Innovation / Las Naves Team PPI		•	•	•
	14	Promoting innovative demand with a reactive PPI: Managing and channelling unrequested offers regarding Missions València 2030.	Innovation / Las Naves Team PPI		•	•	•
	15	Promoting innovative demand with a proactive PPI: Bank of innovative ideas for Missions València 2030.	Innovation / Las Naves Team PPI		•	•	•
	16	Promoting innovative demand with a proactive PPI: InnoCasting of Missions València 2030: open call for ideas and projects.	Innovation / Las Naves Team PPI		•	•	•
	17	Creating the PPI VLC web platform including all public procurement of innovation services in València.	Innovation / Las Naves Team PPI		•		
	18	Incorporating the management and engineering of public value throughout the life cycle of innovative products and services into PPI VLC.	Innovation / Las Naves Team PPI	•	•	•	•
	19	Creating criteria and clauses to share risks and benefits through intellectual and industrial property rights.	Innovation / Las Naves		•		



## Strategy 1 commitments and actions: Governing Innovation in VLC

Strategic commitment	No.	Innovation action	Led by	2020	2021	2022	2023
<b>3.</b> Observing trends and using Big Data and AI from an ethical and humanistic standpoint in a 4.0 environment	20	Creating a social trends observatory that promotes dialogues and studies to increase knowledge.	Las Naves	•	•		
	21	Creating the Technology Watch process to assess the impact of the disruptions in public services.	Innovation / Las Naves / OSC		•		
	22	Evolving towards a Municipal Data Office in València.	OMD / OSC / DPD	•	•		
	23	Launching the Missions VLC Barometer: needs, expectations and citizens' perception on Missions València 2030.	OMD / Innovation / Las Naves		•		•
	24	Moving forward towards technological sovereignty that considers data as a new public infrastructure in València.	OMD / OSC / DPD		•	•	•
	25	Promoting Techo-humanism through Big Data and Artificial Intelligence with an ethical and humanistic perspective given the 4.0 Revolution.	Innovation / Las Naves OMD + OSC	•	•	•	•

Strategy 2 commitments and actions: Creating an innovative view and culture							
Strategic commitment	No.	Innovation action	Led by	2020	2021	2022	2023
<b>4. Boosting the upskilling of our people in terms of innovation and creativity</b>	26	Coordinating and deploying training activities on public innovation among public officers in València.	Innovation / Las Naves	•	•	•	•
	27	Promoting innovation to create a systemic innovative culture and perspective by means of state-of-the-art methodologies.	Innovation / Las Naves	•	•	•	•
	28	Creating spaces for creativity and connection at the disposal of innovation teams.	Innovation / Las Naves	•			
	29	Providing support for innovation teams and processes at the València City Council.	Innovation / Las Naves	•	•	•	•
	30	Transferring knowledge generated in València to other institutions and organizations that request our collaboration.	Innovation / Las Naves	•	•	•	•
	31	Creating a tool kit with innovative tools and methodologies to facilitate the management of the innovation process.	Innovation / Las Naves	•	•	•	•
<b>5. Promoting creativity, research and talent-attraction in València</b>	32	Providing support to research and innovation events in València.	Innovation / Las Naves	•	•	•	•
	33	Promoting and creating synergies between the València World Design Capital 2022 initiative and innovation.	Innovation / Las Naves	•	•	•	•
	34	Creating an editorial policy for scientific productions and publications in the field of innovation that are associated to València.	Innovation / Las Naves		•	•	•
	35	Promoting “València, innovation school and lab” / 4 helixes / talent meeting / Grants / Mission-oriented R+D+i.	Las Naves / OPE Innovation		•	•	•
<b>6. Acknowledging and placing value on social and urban innovation</b>	36	Strengthening the annual edition of <i>València’s Urban and Social Innovation Awards</i> with the support of the 4 helixes.	Innovation / Las Naves	•	•	•	•
	37	Launching the annual edition of <i>Missions València 2030 Awards</i> .	Innovation / Las Naves	•	•	•	•
	38	Planning the national and international dissemination of urban and social innovation in València.	Innovation / Las Naves	•	•	•	•

### Strategy 3 commitments and actions: Promoting social and urban innovation in VLC

Strategic commitment	No.	Innovation action	Led by	2020	2021	2022	2023
<b>7. Promoting the development of social and urban innovation projects in València</b>	39	Improving the participation of the 4 helixes in grants to social and urban innovations projects to boost their impact.	Innovation	•	•	•	•
	40	Creating an annual offering of subsidies for social and urban innovation projects that oriented towards Missions València 2030.	Innovation / Las Naves		•	•	•
	41	Managing the portfolio: constellation of innovation projects mixing disciplines, sectors and technologies.	Innovation / Las Naves	•	•	•	•
	42	Experimenting with innovation projects in the field of nature-based solution.	Innovation / Las Naves		•	•	•
	43	Creating the learning and knowledge bank through a process of experimentation, assessment, learning and dissemination.	Innovation / Las Naves	•	•	•	•
	44	Detecting opportunities and capturing funds and European and state resources to support Missions València 2030.	Las Naves / OPE Government	•	•	•	•
	45	Transferring knowledge in the field of social and urban innovation from the learning and knowledge bank.	Innovation / Las Naves		•	•	•
	46	Creating profit-sharing systems deriving from innovative public efforts: IIPR, patents, spin-offs, etc.	Innovation / Las Naves		•	•	•
<b>8. Creating spaces for experimentation in València: labs and sandboxes</b>	47	Consolidating València Laboratori Urbà as a living lab with the creation of Sand Boxes VLC, where innovations can be experimented with.	Innovation / Las Naves		•	•	•
	48	Promoting Colab - Las Naves as a public accelerator to boost social and urban innovative entrepreneurship.	Las Naves	•	•	•	•
	49	Launching Colab x Missions, focusing on the public-private co-creation of innovative solutions to the challenges faced by Missions València 2030.	Innovation / Las Naves		•	•	•
	50	Promoting Avalua-lab - Las Naves as an innovation lab for the analysis and assessment of public policies.	Las Naves	•	•	•	•
	51	Activating Espacios Makers - Las Naves for digital manufacturing, creative thinking and the creative combination of objects (hacking).	Las Naves		•	•	
	52	Creating Dades·lab - Las Naves as an innovation lab to further study the use of data as a public infrastructure.	Las Naves / OSC / OMD		•	•	•
	53	Creating Sono-Lab - Las Naves as a research lab of sound, musical co-creation and VR technologies.	Las Naves	•	•		

Strategy 3 commitments and actions: Promoting social and urban innovation in VLC							
Strategic commitment	No.	Innovation action	Led by	2020	2021	2022	2023
9. Promoting Las Naves as an urban innovation centre in the City of València	54	Co-creating orientation, values and principles for Las Naves with their staff in order to increase ownership.	Las Naves	•			
	55	Creating a Management and Governance style based on trust, professionally and public services values.	Las Naves	•			
	56	Creating annual Operational Plans aligned to the strategic framework of Missions València 2030.	Las Naves	•	•	•	•
	57	Creating a Las Naves brand platform to boost its image and the purpose of innovation in València.	Las Naves	•			
	58	Carrying out a diagnosis of the current situation in Las Naves and identifying quick improvement plans for its organizational subsystems.	Las Naves	•			
	59	Optimizing Las Naves resources and infrastructure to make the most of them in servicing the Centre.	Las Naves	•			
	60	Improving internal processes at Las Naves with the definition and design of roles and procedures.	Las Naves	•			
	61	Opening Las Naves to the City of València and its neighbourhoods by positioning Las Naves and the value of innovation in València.	Las Naves	•	•	•	•

## Strategy 4 commitments and actions: Strengthening partnerships and innovative networks in València

Strategic commitment	No.	Innovation action	Led by	2020	2021	2022	2023
<b>10. Driving partnerships with the four helixes in València</b>	62	Creating channels for dialogue and collaboration with the 4 helixes to boost the development of Missions València 2030.	Innovation / Las Naves	•	•		
	63	Creating Missions València 2030 embassies as a system to increase adhesions from the 4H for their social involvement.	Innovation / Las Naves		•		
	64	Creating an innovative sponsorship system to support research and innovation around Missions València 2030.	Innovation / Las Naves		•	•	
	65	Launching a range of Innovation Chairs to boost the development of Missions València 2030.	Las Naves	•	•	•	•
	66	Promoting CONNECTA network as a collaboration space for the 4 helixes in strategic sectors of Missions València 2030.	Las Naves	•	•	•	•
	67	Launching the Local Innovation Board for Missions València 2030 in alignment with the regional pact.	Innovation / Las Naves		•	•	•
<b>11. Activating local, national and international partnerships and networks with València's innovation</b>	68	Activating public partnerships and networks at regional and national level to inform about Missions València 2030 and innovation in VLC.	Innovation / Las Naves	•	•	•	•
	69	Collaborating on Horizon Europe missions with European innovation boards and networks.	Innovation / Las Naves	•	•	•	•
	70	Informing about Missions València 2030 and innovation in València in international research and innovation networks.	Innovation / Las Naves		•	•	•

Strategy 5 commitments and actions: Conveying the value of innovation to the Valencian society							
Strategic commitment	No.	Innovation action	Led by	2020	2021	2022	2023
12. Socially communicate the value of innovation	71	Drafting the Missions València 2030 Communication Plan for the initiative itself and innovation missions in València.	Innovation / Las Naves	•			
	72	Promoting the Missions València 2030 brand focusing on research and innovation aiming at improving the quality of life.	Innovation / Las Naves	•			
	73	Creating a web for Missions València 2030 that provides all the documentation of this initiative.	Innovation / Las Naves	•			
	74	Launching the Missions València 2030 communication campaign in order to foster the involment of citizens and society as a whole.	Innovation / Las Naves	•	•	•	•
	75	Creating video and audio materials including figures providing evidence on the missions in order to explain their importance.	Innovation / Las Naves		•	•	•
	76	Celebrating the Innovation and Creativity Day as a yearly event to communicate on the value of innovation.	Innovation / Las Naves		•	•	•
	77	Launching the Valencian innovation at school-level campaign to show the value of innovation in schools in the City of València.	Las Naves		•	•	•
	78	Creating a channel called The Value of Innovation (Valor de la Innovación) to show its value to mass-media and social media.	Innovation / Las Naves		•	•	•
	79	Launching the Innovation Dialogues (Diálogos de innovación) communication events line by creating a public innovation agency.	Innovation / Las Naves	•	•	•	•
	80	Accountability on a three-year basis for Missions València 2030 and its public value, including accountability on the mandate period.	DI / GC		•		•



# Annex

Missions València 2030



Missions València 2030

## Chapter six



# Communication: Goals and graphic image

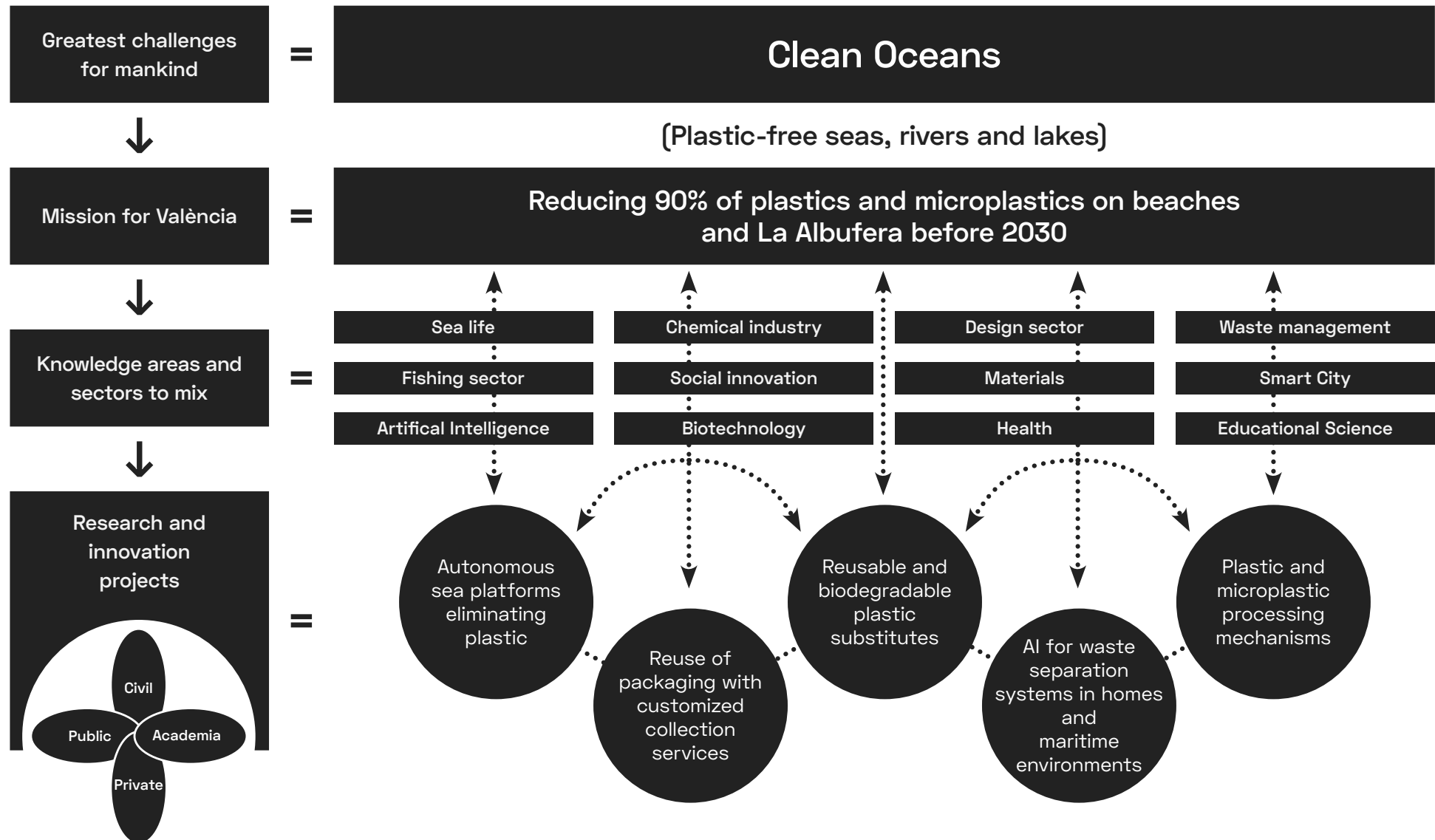


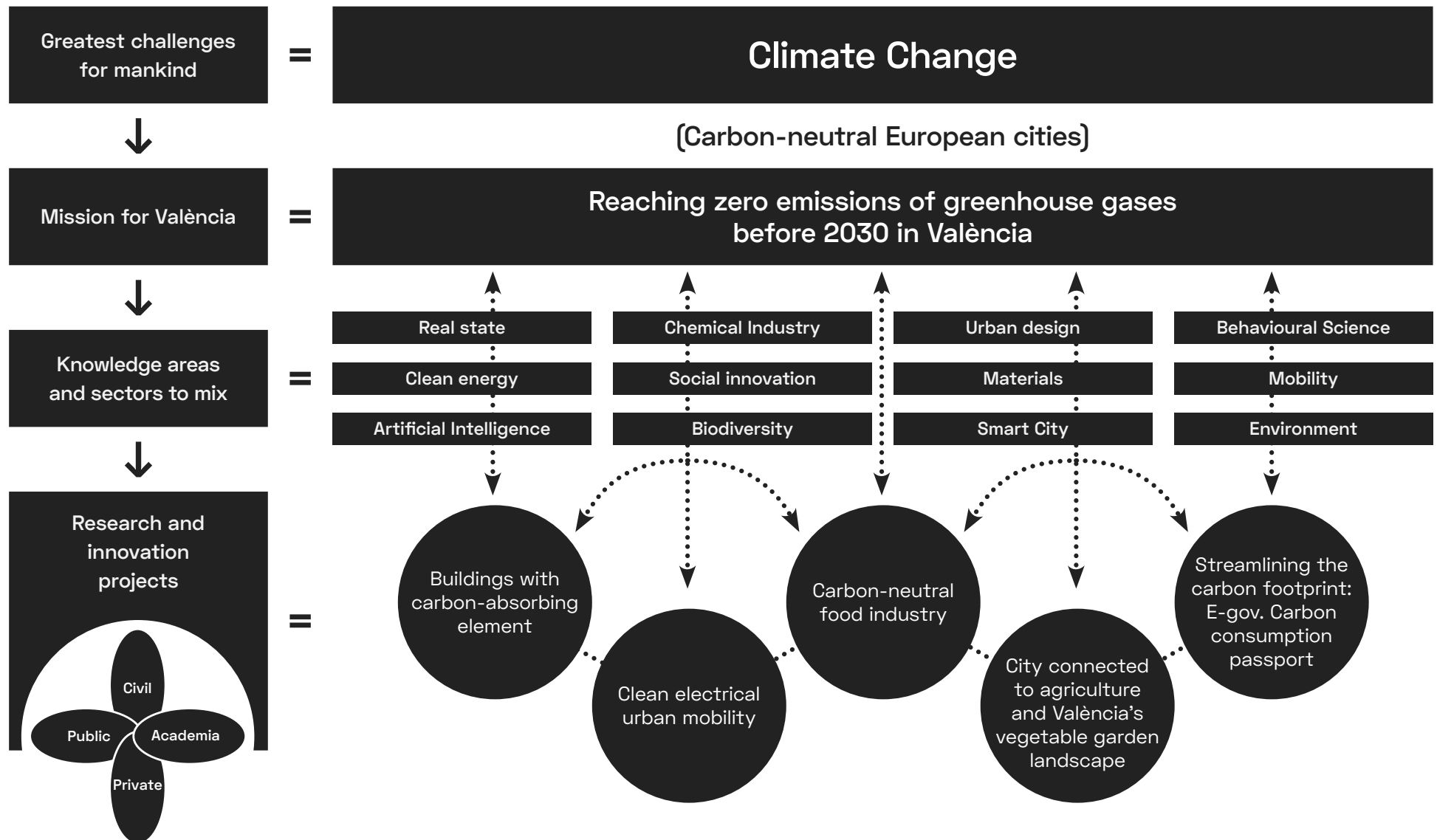
← Picture: David Segarra

The involvement of citizens and society as a whole is key for Missions València 2020 milestones. We conceive city missions with a clear benefit for our environment which have an impact on the life of all citizens living in València.

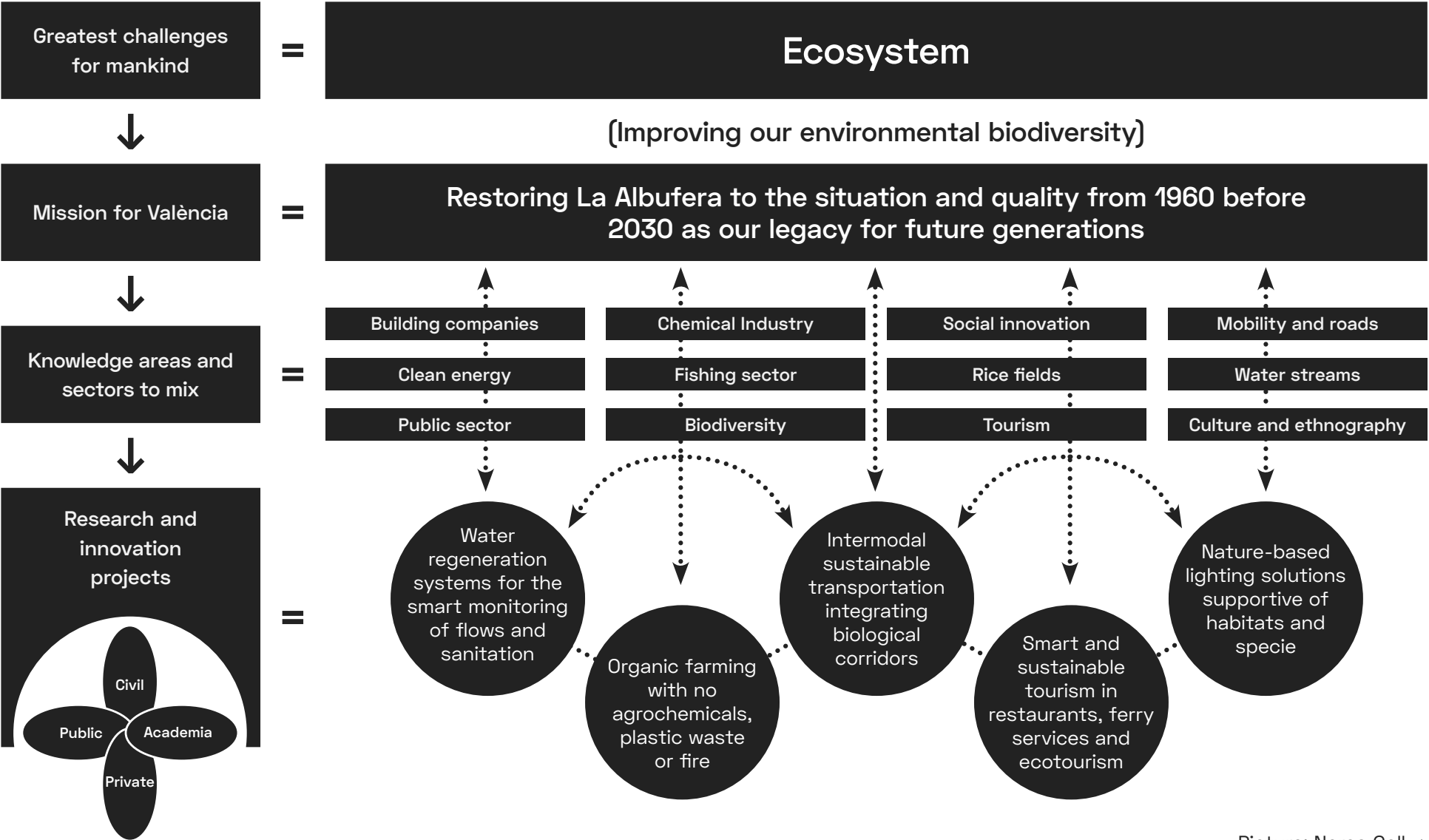
Missions València 2030 has an on-line and off-line communication plan. Its aim is to disseminate the impact of research and innovation through specific missions that can be understood by anyone. Hereafter we can find some campaign forms and materials.

## Examples of potential missions for València





# Examples of potential missions for València



Picture: Nerea Coll →



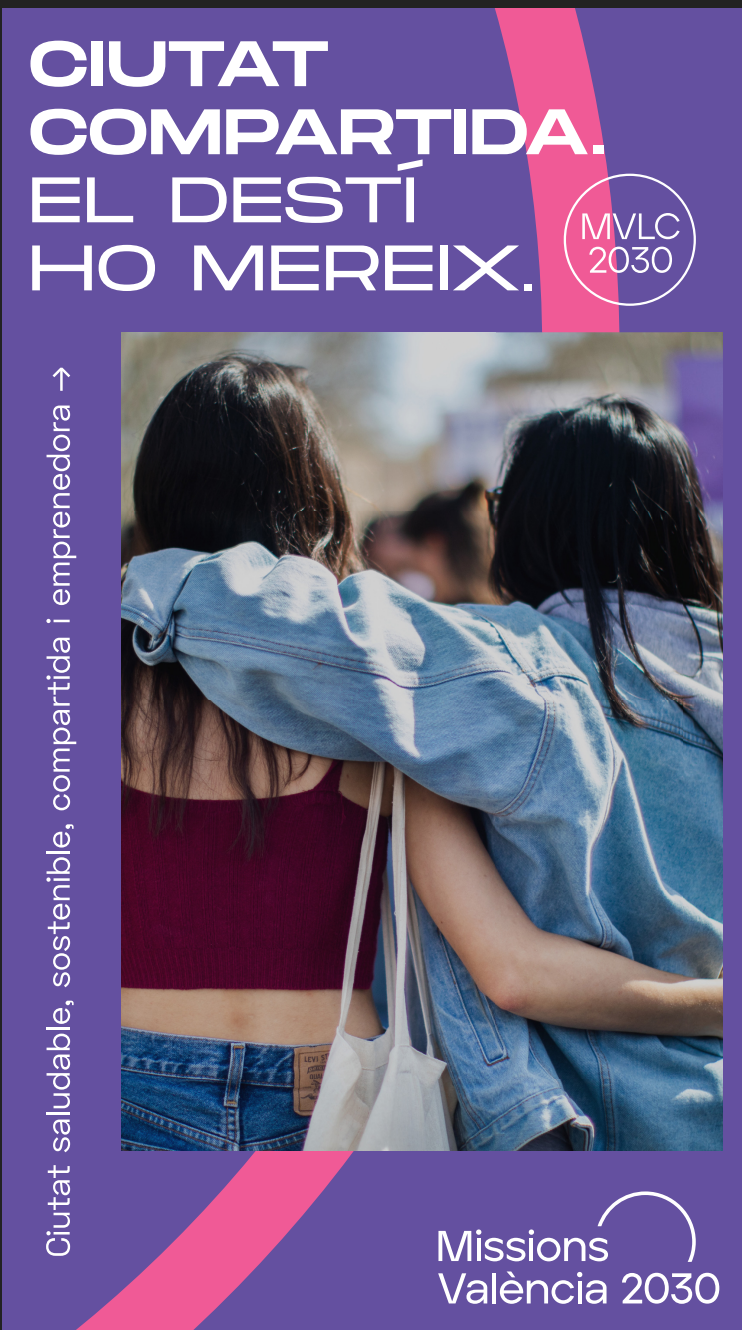




## Excerpts from the Missions València 2030 Campaign

Communication items for social media to disseminate the different city models in the Missions València 2030 project.

Pictures: Kike Taberner and Germán Caballero.



Millorar la vida  
de les persones  
és un lloc al qual  
val la pena viatjar.

# Missions València 2030

El destí ho mereix



**LAS NAVES**

missionsvalencia.eu

Afrontem el repte  
d'innovació més  
ambiciós que una  
ciutat pot arribar  
a imaginar.

# Missions València 2030

El destí ho mereix



**LAS NAVES**

missionsvalencia.eu

Copys & Claim: Siberia / Design: Bueno. Good Brands.

Campaign messages for outdoor communication (bus-stop banners and columns) for the Missions València 2030 project in the streets of València.

## Credits

### Publication

Innovation and Knowledge  
Management Office from the  
València City Council + Las Naves

### Coordination

Las Naves Communication  
Department

### Design and layout

Bueno. Good Brands

### Printing

Impresum

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# Missions València 2030

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